



Mike Beebe  
Governor

Colette D. Honorable  
Executive Director

Dear Workforce partners:

The Incumbent Worker Training Program (IWTP) Annual Report for Program Year 2005 is attached for your review and consideration. This program provides funding to Arkansas business and industry for upgrading the skills of incumbent workers, thereby increasing productivity and retention of job opportunities for Arkansas workers.

The IWTP is a discretionary program of the Arkansas Workforce Investment Board utilizing funding provided by the U.S. Department of Labor through the Workforce Investment Act. In Program Year 2005 approximately \$2 million was made available to employers across the State of Arkansas, funding 93 grants to 67 companies.

As you will observe as you review this report, business and industry partners representing every region in Arkansas participated in the Incumbent Worker Training Program. For more information about how an IWTP grant can benefit your company, you may contact Robert Marek, Regional Advisor, at (501) 371-1020.

I congratulate you on taking advantage of this training opportunity for the skill advancement of your employees.

Sincerely,

Colette D. Honorable  
Executive Director

# Arkansas Workforce Investment Board

*Incumbent Worker  
Training Program  
Program Year 2005*



# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *Program Overview*

### Arkansas Workforce Investment Board

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“An Equal Opportunity Employer”



## *Incumbent Worker Training Program - PY 2005*

**T**he Arkansas Incumbent Worker Training Program is funded annually through the utilization of discretionary funds provided by the Workforce Investment Act to the Arkansas Workforce Investment Board.

Applications are publicly solicited from established employers doing business for at least a year in the state. Industrial groups and other nonprofits are also encouraged to apply.

All training dollars are to be spent on their current workforce. An ad hoc committee of AWIB members, private business representatives, and economic developers conducts a blind review of the proposals and determines the fundable award.

Arkansas' Incumbent Worker Training Program offered increased funding to participating businesses during Program Year 2005. By providing approximately \$2 million in training dollars, Arkansas was able to award 93 grants and assist 67 companies with their training needs, resulting in higher wages, upgrading of worker skills, and in some cases a larger share of the market.

Training can take the form of traditional classroom training, on-the-job training, distance learning, workshops, field maneuvers, seminars, in-house training, computer-based training, labs, equipment-specific training, and other methods.

The IWTP project benefits business and industry by nurturing the skills of existing employees, increasing employee productivity and spurring company growth. The program has allowed Arkansas to better prepare its workers for the advanced manufacturing arena and compete in high growth industries of the 21st century.

In many instances the bottom line of participating companies has improved and resulted in increased wages for some of the trainees. This has led to upward mobility and creating additional entry-level positions. A program bonus is the boost to local economies and the quality of living for all Arkansans.

Once the training segment is completed for the program year, participating company representatives submit a final report stating any readily apparent accomplishments. Additionally, participants complete a survey providing feedback and comments on the instructor, usefulness of the training, and their expectancies upon completion.

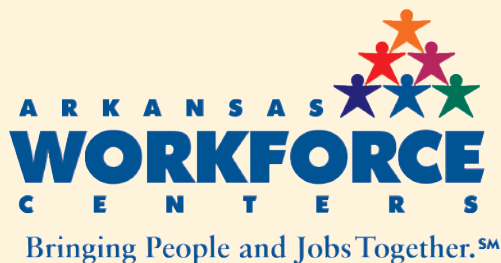
Through monitoring efforts and on-site visits, it has become increasingly clear that Arkansas companies produce some of the most diverse products in the world. Examples of those taking advantage of the Incumbent Work Training Program include, but are not limited to, the following:

- the largest manufacturer of rubber bands in the world;
- the international training center for technical engineers/mechanics who analyze performance and service corporate aircraft while in flight;
- industrial-sized garbage disposals/crushers;
- mass production of hen eggs and chicken processing;
- testing and production of chemical products and control bacteria;
- paper and plastic container products;
- baby food and wipes;
- healthcare services;
- gigantic railcars;
- greeting cards;
- and many more.

# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *Summary of Training and IWTP Award Amounts*



## **Summary of Training and IWTP Award Amounts**

### **Alliance Rubber \$42,800**

The workers trained under this IWTP grant were able to analyze their product and their competitor's product with resulting changes in their product formulation, decreases in error and waste, and improved spectroscopic ability. Two employees were elevated from specialists to technicians. They completed equipment training, develop analysis, problem solving, critical thinking skills, and also trained other employees in FT-IR Spectra Analysis. "The company's quality control department will benefit permanently with the expertise they gained and also strengthen the company financially." Additional entry-level positions will open up as these technicians advance.

### **American Greetings \$8,010**

A shortage of knowledgeable electricians was addressed by the training completed by 13 workers who will now be eligible to obtain the Arkansas Industrial Electricians License. Employees now have a working level understanding of National Electrical Code requirements. Advanced technology in industry now requires a well-trained labor force to keep equipment operating at optimum efficiency. Increased productivity allows the company to function at a level that will prevent the plant from losing jobs to overseas competition or through consolidation with an out-of-state facility.

### **American Railcar Industry \$24,220**

The maintenance department of ARI will be greatly impacted by the training opportunity provided through IWTP funds. Thirteen employees increased their productivity, and their skills were updated on all COPE requirements. Decreased downtime and a safer work environment are direct results of employer awareness developed during the training sessions. An additional 24 employees com-

pleted lean manufacturing training, and a timeline was developed to implement throughout the facility. "Measurable goals will include successful implementation of lean manufacturing in each area of the plant."

### **Anchor Packaging \$46,800**

The product line of this company includes film, plastic and packaging. A total of 113 employees completed training. During the six-month training period, 11 jobs were added, wages increased by 3.2 percent, and the starting wage increased by 3 percent. The company realized a cost savings of

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*The company realized a cost savings of \$395,000 during the six months with projected annual savings for FY '06 at \$520,000 for projects, training, processes and events conducted.*

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— Anchor Packaging

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\$395,000 during the six months with projected annual savings for FY '06 at \$520,000 for projects, training, processes and events conducted. Sustainability has been maintained and is not being driven across other departments, which will drive cost savings and improvements from initial lean training after IWTP and in upcoming fiscal years. The company has retained the existing customer base and revenue stream, with a projected sales increase of 8 percent. Capacity has increased 10 to 20 percent and allowed for the expansion and purchase of additional equipment for new growth and revenue increase. Anchor continues to solidify its competitive advantage through more focused innovation due to process improvements and employee team efforts.

### **Area 6 Business/Industry \$50,000**

The Area 6 Business/Industry Consortium was



## *Incumbent Worker Training Program – PY 2005*

able to provide training to 540 employees from various companies in its district with funds provided by IWTP. Some of those classes included the following:

- Writing for Business — which improved processes and cost effectiveness at local manufacturing plants.
- Customer Service — employees at various companies have been promoted or received a raise upon completion.
- Electrical Code Update — which is required for electricians to renew their license.
- LEAN 101 — which prepared participants to recognize waste and complete projects faster.
- OSHA emergency planning — where participants receive OSHA certification.

### **Arkansas Face Veneer \$31,584**

Intuitive training was completed by eight employees who were able to recognize an increase in the accuracy of their inventory system after participation in test pilots for improving the real-time data availability to management.

### **Arkansas Hospitality Association \$50,000**

The AHA received three separate grants and provided training to more than 1,000 employees. The training included sessions on customer service, ServSafe Alcohol awareness instruction and food safety certification. “A need in Arkansas for customer services was reflected in the 2005 update of [the] D.K. Shifflet and Associates study. As a tourist state, Arkansas must continue to strive for an excellence rating. Training is still needed from police/public service to hospitality to see increased wages and upward mobility.”

### **Arkansas Methodist Medical Center \$8,700**

Fourteen nursing staff received training for

advanced patient care techniques. The training will provide an opportunity for upward mobility and create new entry-level positions. The participants may continue to upgrade their nursing skills by accessing available training in future projects.

### **Auto Services Co. \$12,240**

Management staff completed customer service training, and 43 employees learned how to communicate better and achieve a higher standard of conduct excellence. Additional telephone software was used to evaluate the strengths and weaknesses of performance. Increased confidence levels result-

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*Increased confidence levels resulted in increased sales that ultimately led to the hiring of three additional employees and two additional openings in the customer service department.*

— Auto Services Co.

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ed in increased sales that ultimately led to the hiring of three additional employees and two additional openings in the customer service department.

### **Baptist Health \$20,600**

Four weeks of Six Sigma Black Belt Training was completed by two employees, who will then train additional staff. While it is too early to determine results of the training project, expectancies are that the turnover rate of Certified Nurse Aides will be reduced significantly from over 100 percent. Additionally, excess cost and lost reimbursement issues surrounding GI diagnoses exceeds \$1 million. The project is not yet complete.

### **Central States Manufacturing \$13,228**

Seven maintenance workers were able to enhance their electric and programming logics

## *Incumbent Worker Training Program – PY 2005*

skills for new technology associated with state-of-the-art equipment.

### **Chem-Fab Corp. \$5,955**

Training was completed by 21 employees who were enlightened on the subject of managing the supply chain, keeping inventory and overhead costs down, and still getting the product to the customer in a timely manner.

### **Civitan Services \$13,274**

In-depth training was provided to 27 employees who provide direct care to individuals with disabilities. The sessions increased the awareness of laws, techniques and technical information and provided positive improvement as well as strategies for learning. “The long-term positive result is that the community gained a new understanding of Civitan Services’ commitment to excellence and will eagerly tell families about the services offered and the high standards adhered to within the organization.”

### **CMC Steel \$7,240**

The training provided to and completed by 16 employees will assist the company in staying competitive within its market while enhancing job security and upward career mobility for its employees.

### **Con-Agra Foods \$21,203**

Maintenance employees received hands-on training necessary to maintain efficient plant operations. A positive impact created by skill upgrades continues to provide increased productivity, problem solving, and decreased downtime affecting daily equipment upkeep and activities.

### **Control Technologies \$9,326**

Training received by employees resulted in increased customer and vendor satisfaction, improved professional relationships, and elevated

staff interpersonal skills and communication. Class participants will be eligible for pay increases and/or promotions at the time of their annual performance review.

### **Crosby National Swage \$16,774**

Efficiency training was completed by 12 machine operators. Increased production (sales) has been realized, scrap expense has decreased and the trained operators will be promoted to CNC machine positions, creating openings for less experienced operators who will then be educated by the persons trained through these courses.

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*“A better quality product is being manufactured, and the operators have much more awareness of the functions and capability of the machinery than before the classes.”*

— Crosby National Swage

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### **Dassault Falcon Jet \$29,012**

Six aircraft technicians received this customized training at the international center operated by the high-end production group. The level of knowledge and expertise required by employees who work on these aircraft are amazing. The classroom environment was comparable to a surgical operating facility. Two monitoring screens with state-of-the-art software were accessed at each training station. Technicians are able to remote into an aircraft during midair flight to monitor, analyze, adjust or correct on-board maintenance activities if an alert occurs.

The IWTP funding allows DFJ to stay competitive with other worldwide labor pools, and the technicians will normally be promoted within 12 to



## *Incumbent Worker Training Program – PY 2005*

24 months, allowing additional entry-level positions to open up. There is a very high demand for these skilled employees in a lucrative and gratifying career path maintaining and upgrading corporate jet aircraft.

### **Dayspring Cards \$14,750**

The company has seen phenomenal results as a benefit of the training completed by 35 employees. A total of 800,000 units of production that had been outsourced to China were brought back for processing. A major customer increased its order by 65 percent. The maintenance staff is more engaged, empowered and better equipped to do

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*“Our equipment utilization increased from 87 percent to 90 percent. Our cost per unit decreased from \$15.40 to \$12.80. Throughput units went from 3,710 per hour to 4,171, for a 12 percent increase. One maintenance technician was promoted to maintenance facilitator, creating a new opening, which has been filled.”*

— Dayspring Cards

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their job. “Our equipment utilization increased from 87 percent to 90 percent. Our cost per unit decreased from \$15.40 to \$12.80. Throughput units went from 3,710 per hour to 4,171, for a 12 percent increase. One maintenance technician was promoted to maintenance facilitator, creating a new opening, which has been filled.”

### **DENSO Manufacturing \$40,505**

The IWTP funding awarded to DENSO Manufacturing provided the opportunity for 245 associates to participate in training that emphasized the production and quality requirements of its customers.

### **Eastman Chemical \$50,000**

Since receiving IWTP funding assistance, Eastman has reduced its cost structure by 2 percent year-to-date with no reduction in force and an annualized employee turnover rate of less than 1/2 percent. The company has evaluated 23 new business opportunities and accepted 14. Four new product lines were added, and the initiatives supported by the IWTP resulted in business growth creating both internal promotions and entry-level support positions. Of the 174 employees who completed the training, 86 percent considered the training to be effective, 90 percent indicated the training equaled/exceeded their expectations, 75 percent considered the training relevant to their job and useful, 76 percent expect their job skills and knowledge to improve, 65 percent expressed interest in continuing the training to the next level and 90 percent would recommend the training to their co-workers.

### **Emerson Appliances \$20,720**

There were 58 employees of Emerson who received training through the IWTP grant. Many of those will receive pay increases and/or promotions as a result of the training. “It is an excellent vehicle to help existing industry in keeping on the cutting edge of their skills. All the assistance helps prepare employees to participate in decision-making processes and reduce costs.”

### **Family Dollar Services \$11,232**

Management and supervisory leadership training was completed by 40 employees. As retailing is a difficult area for retaining skilled staff, the company plans to follow up over a 12-month period to track staff performance improvement through management and teamwork efforts. Expectancies are for a 5 percent increase in average wage earnings, a reduction of 11 percent in turnover and 50 percent improvement in the interpersonal skills of associates.

## *Incumbent Worker Training Program - PY 2005*

### **Farmer's Electric Coop \$41,000**

The Summer Electrical Capstone Experience training for 12 employees was completed by July 1, 2006. All goals were completed as outlined in the schedule of courses. Employees will advance more quickly to journeyman, resulting in a highly trained workforce.

### **First Security Bank \$2,775**

Bank employees received training to assist their communication skills in providing services to a Latino population. As a result of customer tracking, sales volume has increased in the number of checking and savings accounts being set up, and loan inquiries have increased from the Latino market. "The Latino market has increased because they feel more secure here."

### **Garlock Rubber \$48,420**

As a result of recent maintenance team training, machine downtime decreased, productivity was increased 10 percent and the confidence level of staff was raised significantly. Additionally, 33 management staff are producing state-of-the-art sales presentations, becoming more efficient in data base management and completing jobs that might otherwise be contracted out (thus saving time and money).

### **Gerber Products Co. \$50,000**

Sixty-nine employees completed training that enabled operators to run new aseptic equipment and exceed company commitments to internal and external customers. The product arrived on store shelves sooner, increasing sales and providing a stronger competitive advantage. Additionally, the success of the training demonstrated the credibility of the local plant, allowing it to maintain its position as a strong, dependable and cost effective facility for the company. As a result, staff skills and pay have been upgraded, and additional workers were hired. "Not only were we able to add and

"Not only were we able to add and upgrade jobs, we also positioned ourselves as a top contender for the next new line, currently scheduled for '07 implementation."

— Gerber Products Co.

upgrade jobs, we also positioned ourselves as a top contender for the next new line, currently scheduled for '07 implementation."

### **Glad Manufacturing Co. \$41,389**

A total of 103 classes were completed by 42 employees with a result of increased process reliability and efficiency. This lowered product costs, allowing the company to be more competitive in a global market and keep jobs in Arkansas.

### **Global Manufacturing \$50,000**

Due to staff turnover, all training modules were not completed as originally approved for this IWTP grant. However, four employees were training in general ledger basics, visual enterprise and were also instrumental as train-the-trainer instructors to convey updated processes to all employees with regard to setting up accounts, developing reports, budget/expenses, allocations, etc. The company was able to update a software system that had been in place for several years and provide spreadsheet applications experience to staff. The opportunity assisted with planning and preparing for future global growth potential within the next five years.

### **Green Bay Packaging Inc. \$49,812**

Approximately 165 employees received training to assist with a more efficient operation of the manufacturing process of paper. Training modules included intro and advanced programmable logic controllers, process control, mechanical print reading and interpretation, predictive and preventive

## *Incumbent Worker Training Program - PY 2005*



maintenance, continuous emissions monitoring, vibration analysis and advanced instrument skills. The company has a strongly-evolved control room environment with highly skilled engineers and technicians. “Continuous improvement of everything we do is what we strive for everyday. [A] more efficient operation will always be our ongoing goal as we compete in a global market. The IWTP training funds were primarily directed to high-tech mechanical, electrical and instrumentation maintenance-related courses that would enhance the efficiency of the manufacturing process.”

### **John Ed Chambers Memorial Hospital \$16,827**

Disaster readiness training was completed by 16 workers. This training is essential to preparing the hospital to respond to a community emergency hazard or contamination event of epic proportion. A strike team was selected and tested for long-term control and containment in the event of a disaster. Three separate classes provided full exercise of response scenarios.

### **JV Manufacturing \$36,600**

Value mapping and Kaizen events occurred on the job site for 52 employees with amazing results. At the Conway location, production of per unit output was reduced from 73 to 53 man hours with-

in the first week of resource mapping. The training allowed employees to step back and take a long, analytical look at their process for the first time with almost immediate improvements. “The training has allowed us to increase sales, while controlling costs to make us a more efficient workplace.” All employees had an opportunity to learn the principles of lean manufacturing and now have a clear understanding of identifying and eliminating waste, leading and implementing Kaizen events, value mapping and continuous improvements.

### **Kawneer Company \$13,265**

Ten workers completed maintenance technology training that enables their company to compete in today’s advanced manufacturing environment.

### **Keith Smith Company \$50,000**

The egg production company trained 42 employees with a software management system that allows the capture of flock production data from a remote location as well as downloading of inventory automatically as it is received into the shipping center. Field production data, such as mortality rate, male-female ratios and feed consumption, is now accessed daily from the field, resulting in a time savings of 10 days. Egg production data is downloaded as soon as the driver returns to the warehouse, allowing for current production and inventory data updates that are now saving five to seven days. Profitability improvement is anticipated as a result of more timely production and will be measurable as flock life of 65 weeks concludes. There are 200 flocks producing at any given time.

### **Kennametal Inc. \$26,294**

“Improved productivity and uptime enables more competitive business and customer retention. Consistent delivery also keeps the customer coming back. Employee productivity, retention and confidence have improved.”



## *Incumbent Worker Training Program – PY 2005*

### **Kimberly-Clark Corp. \$37,000**

The training of 35 workers significantly impacted K-CC by contributing to the successful startup of three new pieces of manufacturing equipment and the addition of 30 full-time permanent employees. “The production lines reached targeted rates of operation and yield six weeks ahead of schedule.” Two employees also received instructor certification for a train-the-trainer workshop, thus providing training to an additional 36 workers for conflict resolution in their respective workgroups. “Employees are applying the skills and utilizing tools provided in the training to resolve conflict among their respective work groups. There have been no recorded reprimands or dismissal of employees who successfully completed this training.”

### **L A Darling Co. \$24,368**

Lean training was provided to 35 employees to change the culture of the workforce and attain “quantifiable” objectives. “We are now being tout-

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“Our average productivity has increased by about 1.6 percent since the training. This is equivalent to approximately \$192,000 annualized savings, and additional savings are anticipated.”

— L A Darling Co.

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ed as the ‘model’ for other manufacturing facilities within our group of companies.” Long-term effects of the increased knowledge-base of associates will allow the company to position itself and continue as a viable manufacturer and a positive presence in its community. With the increased pressures of a competitive market, the IWTP plays a big role in the ongoing success of the company. “Our average productivity has increased by about 1.6 percent since the training. This is equivalent to approximately \$192,000 annualized savings, and addition-

al savings are anticipated.” Improvements made since the training have allowed the company to offset a tough year with the escalating prices of steel and energy.

### **Langston Companies \$45,871**

Industrial maintenance mechanics lacked formal education and were unable to meet the demands of their employer. Through IWTP funding, 36 company employees were schooled in preventive maintenance, troubleshooting and root analysis that are all part of the basic concepts of maintenance theory. Workers now have attained a competency level across seven disciplines of mechanical technology, principles of electricity and electronics, industrial controls basic and advanced PLC ladder logic, fluid power, and foundations of Microsoft Excel. Five companies took advantage of the training, and all look forward to reduced equipment downtime in the future.

### **Maverick Tubular Products \$46,750**

The electrical skills program enabled 56 maintenance personnel to demonstrate their increased capability as ultrasonic and eddy current inspectors with upgraded skill sets. The goals and objectives of the project provided the hands-on application needed to maintain a quality product for customers.

### **North Arkansas Regional Medical Center \$40,699**

Leadership development training was completed by 106 management and supervisory employees. NARMC’s goal is to develop existing talent to create a uniform management style throughout the organization. The company is already seeing improvement in communication and job performance. These skills are vital for the company to attract customers who might take their health care needs elsewhere. “Our goal is to add more than 100 new jobs, including leadership positions by the

## *Incumbent Worker Training Program – PY 2005*

building completion date of 2008. This will require NARMC to become an employer of choice to attract and retain the level of professional employees necessary to staff the facility.”

An additional 729 employees completed customer service training. Initially, employee scores were below the 10th percentile when compared to the Press Ganey Universe. There is already an upward trend developing in customer satisfaction scores. Each unit’s performance is measured as well as overall facility performance.

### **OK Industries \$17,800**

A total of 78 employees completed training and have the potential for future promotions. Retention is positively impacted, and leadership skills and productivity have been significantly improving. Evaluation surveys completed by attendees and management indicate a successful training program.

### **Ozark Health Medical Center \$48,960**

“Managers are better equipped to make department improvements, clinical staffs have a better understanding of evidence-based medicine and medical errors have been reduced with reimbursements increased due to proper documentation.” There was a high level of participation and satisfaction among the 52 training participants, resulting in a measurable increase in knowledge and ability to do their job.

### **Paychex Inc. \$1,540**

There were seven workers trained in time management skills, resulting in more organization, better time management and increased productivity for the company.

### **Pinnacle Frames/Accents \$13,920**

Employee teams, which included 15 workers, received training in problem solving, managing

change, improving communications and conflict resolution. The company has implemented continuous improvement practices and is requiring the use of problem solving techniques by the teams as presented in the training modules. “The marketplace dictates sales levels, but the skills obtained as a result of the training will position Pinnacle’s mid-level leaders to meet ongoing challenges.”

### **Polk County Industrial Development Corp. \$23,750**

Training in aviation maintenance was provided to 16 workers employed at the Mena Airport. Each student built a power supply, and three in the airframe and power plant test preparation class passed the general section of the FAA A&P exam. When they complete the final two sections, they will be licensed A&P mechanics with authorization to perform, supervise and signoff on aviation maintenance work. This will enable them to supervise approximately 10 technicians and increase the labor force. “Companies will be more efficient, employees more confident and inclined to stay in a job that challenges them. Companies with more certified mechanics can expand, it will help save jobs and open up international marketing opportunities.”

### **Polymer Group Inc. \$40,830**

Leadership training was completed by 14 employees. A long-term evaluation will be conducted to determine the training impact results. Some productivity improvements are already evident but considered preliminary at present.

### **Potlatch Corp. \$16,472**

All of the employees receiving training are at the top rate of pay and responded that the training benefited them as they work to reduce downtime on equipment. “All of us are appreciative for the funding opportunity given and hope for additional training assistance in the future.”

## *Incumbent Worker Training Program - PY 2005*

### **Preformed Line Products \$25,000**

The Kaizen training provided for 32 employees enabled the teams to reduce their stamping setup time by 80 percent in the Injection Molding Department. Improving the amount of production time available resulted in lower inventory costs and improved product quality. "There are still improvements to be incorporated, so there is no doubt our training goals can be exceeded."

### **Russellville Industry Council \$49,491**

A total of 25 companies were represented by 154 employees who completed training in 10 different class environments. The consortium allowed company participation it would otherwise be unable to provide as individualized training to staff. Job skills were improved, safety classes completed, management and team work events were conducted, and technical skills knowledge increased as a result.



### **SGL Carbon LLC \$10,790**

A total of seven employees were trained in three

different modules, resulting in increased efficiency, decreased downtime, an increase in significant production numbers, the exporting of material and good company profits.

### **Smurfit Stone Container Corp. \$11,613**

Seven machinists completed training that will benefit the company in improved productivity and product quality. Business sales will increase because more capacity is available in the manufacturing schedule. Specifically, efficiency has increased, and waste has decreased.

### **Thomas & Betts Corp. \$33,000**

Lean manufacturing training was completed by 85 leadership employees. "Our associates are more capable of responding rapidly to the voice of our customers, reducing costs and increasing profitability. We believe in the value of our workforce and make it a priority to promote internally. Some of the trainees are now further qualified for upward mobility, and their promotions are expected to create entry-level openings. We believe the training supports our efforts towards the development of future leaders within our organization."

### **Tyson Foods Inc. \$50,000**

A total of 846 Tyson employees received SIS-TEM training, and 178 received ProForce training from funds provided by IWTP. "The training offered through ProForce Training Solutions and Alchemy Systems had an extremely positive impact on our business. As a result, there is an increased understanding and communication between employees and supervisors and among employees as well. We have saved time by not having to complete manual data entry for training records, as they are automatically tracked through SISTEM. Alchemy training is well put together and is interactive."



# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *Listing of IWTP Award Amounts by Local Workforce Investment Area*



# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
Central	Kimberly Clarke Corporation	Faulkner	75	\$20,000.00	Conduct classroom and OJT on new equipment, Program evaluations
Central	First Security Bank	Faulkner	45	\$2,775.00	Communication and Skill training, communication with Latino customers
Central	Kimberly Clarke Corporation	Faulkner	473	\$17,000.00	Conflict Management
Central	Civitan Services	Saline	40	\$13,274.00	Train the Trainer
Central	Arkansas Face Veneer	Saline	10	\$31,584.00	Intuitive Training
<b>Central Total</b>			<b>643</b>	<b>\$84,633.00</b>	
Central/LR	AR Hosp Assn	Pulaski	1,200	\$22,000.00	Customer Service
Central/LR	AR Hosp Assn	Pulaski	75	\$5,000.00	Serve Safe - Alcohol
Central/LR	AR Hosp Assn	Pulaski	165	\$21,810.00	Serve Safe - Food
Central/LR	Smurfit Stone Container	Pulaski	7	\$11,613.00	Machine Theory, Machine operations
Central/LR	Arkansas Medical Dental and Pharmaceutical Association	Pulaski	100	\$20,000.00	WMD Training Session for physicians, Train the Trainer Session
Central/LR	PGI	Pulaski	40	\$40,830.00	Leadership Training and Coaching, Base Weight Gauge, Vision Systems, Fiber Opening, Entangling Equipment, Drying Equipment
Central/LR	Global Manufacturing	Pulaski	22	\$15,000.00	Advanced Visual Manufacturing Enterprise, Solidworks, Adobe Creative Suite, Microsoft Outlook
Central/LR	Global Manufacturing	Pulaski	22	\$35,000.00	Time Management, Tactical Management, Customer Service, Document Control
Central/LR	Crosby National Swage	Pulaski	12	\$16,774.03	CNC, Lathe Operator Skills, Quality Control, Machining Center and Understanding Program
Central/LR	Baptist Health	Pulaski	2	\$20,600.00	Sigma Black Belt Training
Central/LR	Dassault Falcon	Pulaski	38	\$29,012.50	Engine run & taxi, advanced troubleshooting, EASY
Central/LR	Paychex	Pulaski	7	\$1,540.00	Time Management

# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
Central/LR	Fabrication Services, Inc	Pulaski	13	\$5,300.00	Learn to select equipment, reading prints, fitting components, bolting, clamping, tack welding
<b>Central/LR Total</b>			<b>1,703</b>	<b>\$244,479.53</b>	
Eastern	Family Dollar Stores	Crittenden	45	\$11,232.00	Personal Skills Building
Eastern	Langston Companies	Crittenden	37	\$45,871.00	Mechanical technology, Principals of electricity, Industrial controls, Fluid Power, Welding, Excel
<b>Eastern Total</b>			<b>82</b>	<b>\$57,103.00</b>	
N. Central	Little Red Training Council	Cleburne	446	\$48,500.00	Address Workforce Development issues, quality improvement issues, manufacturing technology
N. Central	Eastman Chemical Company	Independence	135	\$50,000.00	Finance for Site Managers, First Line Managers, GMP & FDA inspections, Loss Prevention
N. Central	Arkansas Area 6 Business & Industry Consortium	Independence	13	\$50,000.00	Lean 101, Writing for business, Customer service, Update Electrical code, OSHA
N. Central	Farmers Elec Coop	Jackson	17	\$41,000.00	Lineman Training
N. Central	Ozark Health Medical Center	Van Buren	6	\$48,960.00	Health information technology training, Critical thinking training, Advanced skills certifications, Evidence based models, Performance improvement, patient centered care,
<b>N. Central Total</b>			<b>617</b>	<b>\$238,460.00</b>	
N. East	Thomas & Betts	Craighead	40	\$33,000.00	Management, Supervision and Leadership, presentation of Ar Manufacturing Solutions Certificate Workshop
N. East	ConAgra Foods	Craighead	17	\$21,202.74	Principles of Mechanics, Heat and Physics, Hand and Power Tools
N. East	First Financial Bank of Paragould	Green, Clay & Craighead	26	\$17,000.00	Management, Supervision & Leadership
N. East	Emerson Appliance Solutions	Greene	200	\$20,720.00	Performance Excellence
N. East	Garlock Rubber Technologies	Greene	16	\$6,819.84	Rockwell Motor & Drive/Troubleshooting

# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
N. East	Garlock Rubber Technologies	Greene	15	\$12,000.00	Industrial manufacturing maintenance certification program
N. East	Garlock Rubber Technologies	Greene	40	\$29,600.00	Workplace Communication, Performance Improvement, Excel, Access, Outlook, PowerPoint, Mind Manager
N. East	L. A. Darling	Greene	40	\$24,368.00	Lean Certification for Shop Floor Process Techs,
N. East	Anchor Packaging	Greene	115	\$46,800.00	Shop Floor Leaders, Other Key Team Members
N. East	American Railcar Industries	Greene	22	\$5,700.00	Value Stream Mapping and Kaizen Events
N. East	American Railcar Industries	Greene	22	\$3,000.00	Electrical Training
N. East	American Railcar Industries	Greene	22	\$3,000.00	Video Training Series
N. East	American Railcar Industries	Greene	22	\$18,520.00	Lean Manufacturing
N. East	American Railcar Industries	Greene	10	\$6,380.00	PLC Training
N. East	Arkansas Methodist Medical Center	Greene	31	\$8,700.00	Nurse Technician Care
N. East	L. A. Darling	Greene	60	\$24,249.60	Lean Manufacturing
N. East	CYRO Industries	Mississippi	150	\$7,150.00	Workplace Organization
N. East	Maverick Tubular Prod-Machines	Mississippi	30	\$27,250.00	Blueprint Reading, Machine Shop Applications
N. East	Maverick Tubular Pros-Ut Testing	Mississippi	30	\$19,500.00	Level 1, 2, and 3 UT Training & Testing
N. East	Nucor-Yamato Steel	Mississippi	8	\$7,970.00	Lead Auditor Training
N. East	American Greetings Corporation	Mississippi	15	\$8,010.00	National Education Code and Industrial Electrical Wiring
N. East	Denso Manufacturing Arkansas	Mississippi	341	\$40,505.00	Productivity, QT, Proficiency
N. East	Pinnacle Frames & Accents	Randolph	16	\$13,920.00	Developing Catalyst Leaders for World Class Manufacturing
<b>N. East Total</b>			<b>1,266</b>	<b>\$402,365.18</b>	
N. West	Auto Services Company, Inc	Baxter	40	\$12,240.00	Classroom training in customer service & auto mechanics

# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
N. West	Central States Mfg.	Benton	4	\$13,228.00	Mechanical Drives, Fluid Power, Motor Controls, Elec Sys., PLC
N. West	Glad Mfg. Co.	Benton	33	\$41,389.22	Motor Controls, Elec Sys., PLC Troubleshooting, Elec Mach
N. West	DaySpring Cards, ins	Benton	18	\$14,750.00	Preventative Maintenance, Troubleshooting, Label & Lid Equip., Leadership
N. West	Preformed Lined Products	Benton	14	\$8,000.00	Value Stem mapping process, Lean concepts, Kaizen implementation
N. West	Baxter Healthcare Corp	Benton	7-10	\$2,800.00	Classroom instruction, OJT shadowing in labs and production depts.
N. West	Kennemetal Inc.	Benton	9	\$5,819.00	National Electric Code
N. West	Kennemetal Inc.	Benton	6	\$20,475.00	Six Sigma Greenbelt Certification
N. West	Preformed Lined Products	Benton	25	\$17,000.00	Kaizan Event - Stamping Presses
N. West	North Arkansas Regional Medical Center	Boone	82	\$24,600.00	In-class instruction, Group team exercises, Individual assessments, role plays for management
N. West	North Arkansas Regional Medical Center	Boone	795	\$16,098.75	In-class Instruction, Hands on exercises and practices
N. West	Tyson Foods, Inc	Washington	793	\$50,000.00	Equip Installation, food safety, record keeping, ESL
N. West	Kawneer Company	Washington	4	\$13,265.28	Mechanical Drives, Fluid Power, Motor Controls, Electrical Systems, PLC Troubleshooting
N. West	JV Manufacturing	Washington	30-34	\$36,600.00	4-week session on Lean Manufacturing
<b>N. West Total</b>			<b>1,860</b>	<b>\$276,265.25</b>	
S. East	Potlatch Corporation	Desha	3-10	\$16,472.00	Attainment of additional maintenance skills in additional crafts
<b>S. East Total</b>			<b>3</b>	<b>\$16,472.00</b>	
S. West	SMI Steel	Columbia	12	\$7,240.01	Pass Design, Rolling
<b>S. West Total</b>			<b>12</b>	<b>\$7,240.01</b>	

# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
W. Central	Green Bay Packaging	Conway	82	\$49,812.50	Electrical Motor , Programmable Logic Controller , Adjustable Drive , Instrument Skills, Preventative Maintenance, Process Control, Maintenance Planning
W. Central	Conway county Economic Development Council	Conway	23	\$28,841.00	Job Competency Identification, Participant Remediation Assessment, Participant Remediation
W. Central	Chem-Fab Corporation	Garland	15	\$5,955.15	Basic Supply Chain Management
W. Central	Keith Smith	Garland	32	\$50,000.00	Preliminary Conversion Tasks, Implementation
W. Central	Alliance Rubber Co	Garland	2	\$2,390.00	Lean Champion Training, Value stream mapping, Productive Maintenance, Cellular/Flow manufacturing
W. Central	Alliance Rubber Co	Garland	24	\$10,410.00	Rubber & Polymer Manufacturing Processes
W. Central	Alliance Rubber Co	Garland	2	\$4,800.00	Interpretation of infra-red spectra
W. Central	Alliance Rubber Co	Garland	25	\$25,200.00	Mathematics, Critical thinking, Problem Solving, Chemistry
W. Central	Hot Spring County Medical Center	Hot Spring	1	\$3,425.00	Infection Control, Q.A..
W. Central	Russellville Industry Council	Pope	253	\$49,491.00	Management, Safety, Technical Skills
W. Central	Atkins Prepared Foods, LLC	Pope	50	\$7,412.50	Communication
W. Central	John Ed Chambers Memorial Hospital	Yell	16	\$16,826.88	Decon Technique, Disaster Drill
<b>W. Central Total</b>			<b>525</b>	<b>\$254,564.03</b>	
Western	SGL Carbon, LLC	Franklin	7	\$5,600.00	SLC 500 Maintenance & Troubleshooting
Western	SGL Carbon LLC	Franklin	2	\$2,400.00	Wonderware Training,
Western	SGL Carbon, LLC	Franklin	4	\$2,790.00	Static Stepless Control
Western	Polk County Industrial Development	Polk	88	\$23,750.00	Basic electronics, Aircraft structures, Aircraft familiarization, Intro to Aircraft engines
Western	Gerber Products Company	Sebastian	100	\$50,000.00	Aseptic food processing, Batch Food Process Operations, Packaging Equipment, Aseptic Equipment Operations



# Incumbent Worker Training Program - PY 2005

## 2005 IWTP Awards

LWIA	Company Name	County	#Trainee	Award Amount	Activity
Western	Control Technologies, Inc	Sebastian	6	\$9,326.00	Automation Fair, Dale Carnegie, QuickBooks Tutorial Master, Lean Office, RS Technician Education
Western	OK Industries	Sebastian	75	\$17,800.00	Leading Change, Understanding & Leadership Influence, Communication, Cultural Diversity, Motivation, Performance, Legal Responsibilities
<b>Western Total</b>			<b>282</b>	<b>\$111,666.00</b>	
<b>Grand Total</b>				<b>\$1,693,248.00</b>	

### GRAND TOTALS:

<u>Trainees</u>	<u>Funds Request</u>
6,993	\$1,693,248.00
Average cost per trainee	\$ 242

# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *IWTP Monitoring Methodology*



## **IWTP Monitoring Proposal**

### **February 15, 2006**

Arkansas Workforce Investment Board staff selected several projects around the state where objective on-site visits could be made. The methodology for selection included the following:

- analyze number of locations in each of the 10 Workforce Investment Areas.
- timeframe of completion between March 1 and June 30, 2006.
- number of visits possible (two to four per week, five to 10 per month within driving distance of Little Rock, all other factors being equal with scheduled events considered).
- determine size of employer (large verses small).
- consider number of trainees per project.
- types of training to be provided.

\*The demographics flowed as follows:

- **Central/Little Rock:** Pulaski, Faulkner, Saline Counties; 15 projects with 2,380 trainees, six visits with 772 trainees.
- **West Central:** Garland, Pope, Conway, Yell, Hot Spring Counties; nine projects with 550 trainees, six visits with 493 trainees.
- **Northeast:** Mississippi, Greene, Randolph, Craighead Counties; 15 projects with 1,266 trainees, eight visits with 804 trainees.
- **Northwest:** Baxter, Benton, Boone, Washington Counties; 11 projects with 1,858 trainees, five visits with 1,720 trainees.
- **North Central:** Cleburne, Jackson, Independence Counties; five projects with 625 trainees, two visits with 148 trainees.
- **Western:** Polk, Franklin, Sebastian, Van Buren Counties; seven projects with 2,288 trainees, three visits with 200 trainees.
- **Eastern:** Crittenden County; two projects with 82 trainees, one visit with 45 trainees.
- **Southeast:** Desha County; one project with three to 10 trainees.
- **Southwest:** Columbia County; one project with 12 trainees.

While the total visits selected exceeds 30, the board thinks Local Workforce Investment Board staff could be asked to conduct some of the site visits using a report criteria the state board staff develops, particularly for Eastern, Southeast and Southwest.

*\*Board staff will need to develop a timeline for when the selected sites are conducting training after final determination of where staff will visit.*

**Arkansas Workforce Investment Board**  
Incumbent Worker Training Program

*Sample Evaluation  
and Testing Report  
From IWTP  
Training Provider*



## **A Company's Evaluation and Testing Comments**

### **What shift had better productivity on the course?**

Overall, the team members from each shift averaged very high test scores. The total average score of the participants was 96.52 percent, with the first shift averaging 95 percent, second shift 98 percent and third shift 94 percent.

### **What was the average grade for a.m. and p.m. classes?**

There were about 81 students in the morning class, with the majority of them part of the third shift crew. Their average was 95 percent on the final test. Meanwhile, the average of the p.m. class was 97 percent on the final test.

### **What were the goals of \* \_\_\_\_\_ employees?**

From the team members who completed our surveys, about 85.26 percent wanted to achieve better positions in \_\_\_\_\_, and 75.71 percent of the students agreed to the need of another language to succeed. The majority of the students, 87.67 percent, felt this program provided them with enough tools to better reach their goals.

### **Do you think the program provides enough tools to help understand another language, and would you recommend it?**

At the completion of the course, 87.67 percent of the students thought that the program gave them enough tools to better communicate with Hispanics or English-speaking co-workers. Furthermore, 100 percent of the students who answered the survey recommended the course.

### **What were the expectations of the program? Were they reached?**

Most of the students, about 76.12 percent, who answered the survey were expecting to become somewhat able to communicate. Few others, 12.69 percent, wanted to build better team relations, and another 8.96 percent wanted to achieve both goals. From those responding, about 85 percent felt they had achieved their goal.

### **What was the overall success of the program?**

At the beginning of the program, 2.37 percent of the students were on an advanced level of the foreign language, 57.4 percent knew little about the language and 40.24 percent knew nothing about the language. At the end of the program, 88 percent ranked their understanding of the material as good or excellent. About 87.67 percent said they obtained enough tools to use in their jobs. The average score of the final test was 96.52 percent.

### **What were the perceptions of the students about the material and instructors based on the students' evaluations?**

From the answers obtained by the survey, about 96 percent of the students thought the presenta-

tion of material was good and excellent. In the same way, 85 percent of students ranked the ability of the instructors to simplify the materials in the good/excellent category. In the final survey, students did an overall ranking of the instructors, and about 96 percent ranked instructors in the good/excellent category.

### **What were the things students enjoyed the most, and what needed improvement?**

About 64.43 percent of the students expressed that they enjoyed everything involved in the class. There were many very constructive specific answers on what they enjoyed. About 14.18 percent said they greatly enjoyed the games, another 11.94 percent enjoyed the materials used and the rest, 10.45 percent, were pleased with the presentation.

There were not any disappointments or discontent expressed. Even with the positive responses, the company is always striving to improve classroom and teaching methods and look to students for feedback. They gave the company some ideas to strive for improvements. The company found that about 34.65 percent had the desire for longer classes, and 30.88 percent wanted a different class time. Few others, 8.82 percent, mentioned the need for more materials, and the rest of the participants were satisfied with class the way it is.

### **What materials would be useful for the classrooms and why?**

From the mentioned need of more class materials, we found out that the majority of students, 39.26 percent, wanted to increase the number of flash cards used during instruction. Another 27.41 percent wanted more visual aids and 13.33 percent want to increase the number of didactic games.

One of the most important factors in identifying student needs is to identify those materials and activities that may be enhanced or missing from the classroom. Through these requests, we can see how the students are able to achieve their goals and differences in learning styles.

Of the students who enrolled, 92.07 percent liked the concept of the program, and 100 percent of the participants would recommend it.

### **What were the backgrounds of the students?**

In the demographics of the participants, 43.26 percent were male participants, and 56.74 percent were female. Also, 36.26 percent were between one and three years employed, another 19.88 percent between three and five years, 20.47 percent five to 10 years and 23.39 percent were employees of the \_\_\_\_\_ team for more than 10 years. About 56.18 percent of the total students were enrolled in the English class, and the remaining 43.82 percent took the Spanish class. Only 2.37 percent felt that they were at an advanced level of proficiency on the studied foreign language, 57.4 percent indicated that they knew little about the language and 40.24 percent had no previous knowledge of the language.



## *Incumbent Worker Training Program – FY 2005*

From the students who indicated some level of knowledge of the language, 32.48 percent mentioned they had some formal training, 44.44 percent learned from their workplace and 12.82 percent from an unspecified source.

The majority of the participants came from the production line — 58.99 percent. Another 31.46 percent came from management, supervisors and management support; 7 percent came from maintenance; 1.69 percent from quality control; 1.12 percent from warehouse; 1.69 percent from human resources; and 1.12 percent from operator and shuttle.

# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *Results Summary of Training Evaluation Survey*



### **Evaluations**

(On a scale of 1 to 5, with 5 being best)

- Of the training participants who responded, the overall indicator was a remarkable 4 or 5 for the effectiveness of their training.
- The instructors' knowledge of the subject was overwhelmingly rated a 5.
- The relevance of information to the participant's job consistently ranked 4 or 5.
- Expectations of the training were equaled or exceeded in almost every case.
- Participants reported improvement in job skills and knowledge.
- Expectancies were that training would help participants retain their jobs and/or increase their wages.
- At least 75 percent of those surveyed would recommend the training to co-workers and were interested in continuing training at the next level.

# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

# *IWTP Process*



# *Incumbent Worker Training Program – PY 2005*

## **Arkansas Incumbent Worker Training Program Process**

### **I. Initial announcement and establishment of IWTP awards**

1. An announcement is posted to the Web site about available IWTP funds.
2. A letter of notification that funds are available is sent electronically to previous applicants from the database.
3. Applications are received, and a new database is built for the current program year.
4. Applications are reviewed by the AWIB staff for timely submittal and completeness.
5. Applications go to the AWIB IWTP subcommittee for review to determine those to be approved or denied and for partial or full funding according to the maximum award amount.
6. Successful applicants are sent an award letter along with a contract to return.
7. The AWIB executive director signs a contract and sends it to DWS Financial Management for approval of 15 percent funds usage and to set up accounts for fund distribution of the award amounts.

### **II. Reimbursement and verification of IWTP request**

8. When a reimbursement request is received from an IWTP participating company, the request is verified against the application specifications.
9. The request is processed by an AWIB staff person and reviewed for payment approval by other AWIB staff. Three separate individuals are involved in the review/approval process and alternate these responsibilities.
10. Payment requests are then provided to DWS Financial Accounting for the checks to be generated.
11. A copy of the check is provided back to AWIB staff to verify the amount and timely turnaround of reimbursement.
12. Checks are mailed directly to the company unless the AWIB indicates a final report is due. In this case, an actual check is sent to the AWIB pending receipt of the final report.

### **III. Management and monitoring of IWTP awards**

13. Payments are posted to the database after each reimbursement request is processed.
14. The database is monitored to ensure sufficient funding remains and/or identified when funds are exhausted.
15. As funds are exhausted, records are closed out and all payments are filed in the original folder.
16. During the program period, the AWIB staff conducts random site visits to monitor the actual training classes and implemented results.

### **IV. Final report**

17. Before final reimbursement is paid, the AWIB sends a final report form for company completion. The stipulation is made that final payment is contingent upon submission of this form.
18. The Training Evaluation Survey that has been provided to the training contractor for completion by the participants must be submitted with the company final report prior to final reimbursement.

# Arkansas Workforce Investment Board

## Incumbent Worker Training Program

### *Arkansas PY 2005 Documents for Processing:*

- *Training Evaluation Surveys*
- *Reporting Document*
- *Reimbursement Requests*





## EVALUATION OF PY 2005 IWTP TRAINING

Company Name \_\_\_\_\_  
Type of Training \_\_\_\_\_  
Training Provider \_\_\_\_\_  
Date \_\_\_\_\_

Please complete and return to Arkansas IWTP with Final Report at completion of Training

On a scale from 1-5 with 1 being the least useful and 5 being the most useful, enter your rating for each question and add any comments you might have.

1. What is your overall evaluation of the effectiveness of this Training?

1            2            3            4            5

2. Was the instructor knowledgeable of the training subject?

1            2            3            4            5

3. Was the information relevant to your job and useful to you?

1            2            3            4            5

4. What particular information did you find most useful? (Explain your answer)

5. How did this training compare with the expectations you had before you arrived?

Exceeded                      Equaled                      Fell Short

6. Were your questions answered?            Yes                      No

7. Do you expect your job skills and knowledge to improve from this training?

1            2            3            4            5

8. Will this training help you retain your job, and/or increase your wages?

Yes                      No

9. Would you recommend this training for your co-workers?

Yes                      No

10. Are you interested in continuing your training at the next level?

Yes                      No

**ARKANSAS INCUMBENT WORKER TRAINING PROGRAM**

**PY05 REPORTING DOCUMENT**

Date: \_\_\_\_\_

Company Name: \_\_\_\_\_

Contract #: \_\_\_\_\_ Training Dates: \_\_\_\_\_

1. How many employees were enrolled in the training provided with IWTP funds? \_\_\_\_\_
2. How many employees completed the training? \_\_\_\_\_
3. Have/will any of these employees received pay increases or promotions as a result of this training? Yes \_\_\_\_\_ No \_\_\_\_\_
4. Has the training positively impacted your business? For example:  
Increased Sales  
Business Sales Retention  
Other

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5. Will this training result in any openings of entry-level positions due to trainees' upward mobility? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, how?
6. Upon reviewing Part II of your application, how many measurable goals/objectives did you complete from your application, and what are those results? Some comments or narrative could be added to this section to indicate that the information could/should be used in support of future applications. Thus the applicants would be tracking the training results.

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## **Arkansas Incumbent Worker Training Program**

*(Please submit the following information with each Request for Reimbursement)*

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1. Attendance Roster must accompany each request for reimbursement.
2. If you did not receive the full reimbursement amount you requested, please refer to the Contract Agreement. If you need further clarification please call G. Tina Smith at 501/371-1040.
3. Each item presented in the request for reimbursement must have a corresponding COPY of a vendor billing statement.
4. Verification of COMPANY MATCH must be an official document of the company certifying the pay of each trainee and signed by a company official. The number of hours of MATCH should correspond to the attendance roster for each trainee.
5. Reimbursement for Company Instructors should reflect:
  - Number of hours of instruction by each instructor
  - Course title and a verification of each individual instructor's wages or salary
  - Must be signed by a Company Official
6. It is important that your request follow the line items in the contract budget as to performance and dollar amount and does not exceed the dollar amount for each line item.
7. PROJECT ACTIVITIES

This Period

Actual # of trainees:

Number of dropouts:

Total # of hours of training:

Subjects:

Certificates / Diplomas Issued:

## Arkansas Incumbent Worker Training Program

### REIMBURSEMENT FORM

#### Actual Training Expenses To Be Reimbursed:

COPIES of Supportive documentation should be attached to this reimbursement form substantiating the amount of reimbursement. (i.e.: invoice from training provider, invoice for training materials, etc.)

Item Description	Amount
	\$
	\$
	\$
	\$
	\$
	\$

Total Reimbursement \_\_\_\_\_ \$

#### Company Match Amount:

Supportive documentation should be attached to this reimbursement form substantiating the amount of the company match. (i.e...: list of personnel trained and verification of wages paid during training period.)

Item Description	Amount
	\$
	\$
	\$
	\$
	\$
	\$

Total Company Match \_\_\_\_\_ \$

# Incumbent Worker Training Program - PY 2005

Attendance Roster  
Little Rock, Arkansas

Arkansas Workforce Investment Board  
501/371-1040

Incumbent Worker Training Program  
501/371-1030 (Fax)

CLASSES	
MONTH:	HOURS PER DAY:
COMPANY:	DAYS PER WEEK:
COURSE TITLE:	NUMBER OF WEEKS:
TYPE OF TRAINING:	INSTRUCTIONAL HOURS:
COURSE NAME(s):	INSTRUCTOR RATE OF PAY:
DATE:	

	Training (Please Print) Last, First, Middle	Man Hours	Date Complete	Certificate to be Awarded (✓)	1st WEEK					2nd WEEK					3rd WEEK					4th WEEK					5th WEEK				
					M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
1																													
2																													
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16																													
17																													
18																													
19																													
20																													
TOTAL MAN HOURS																													

STATISTICAL INFORMATION	NUMBER	MARKING CODE
Enrolled		E - Enrolled
Dropped		D - Dropped
Completed		✓ - Present
		A - Absent

Please copy as needed.